

DD / S R E B U L I R Y

DIRECTOR'S REMARKS

FILE *Personnel 3*

AT THE 25 YEAR AWARDS CEREMONY

2 October 1972

Good morning. I thought for just a moment here this morning we might do a little reminiscing. Twenty-five years isn't a bad time to do it. I don't intend to talk for very long, but I had the feeling as I came to work that perhaps on such a lovely fall morning we ought to think back a little bit in time to some of the things that have happened in the last 25 years as we have made our way from our beginnings down in the ramshackle temporary buildings on the Reflecting Pool out to this really remarkably fine edifice that we now work in. There isn't anybody who comes to visit us who doesn't envy the surroundings which we have. I must say that as time goes by they tend to grow on even me, and as I arrive in the morning I think to myself that we are really very fortunate to be able to do our daily travail in such pleasant circumstances.

Some of you remember the SSU/CIG days, and I don't think one has to speak very much about that except possibly, in passing, to pay tribute to those who stayed on during that unsettled period. In retrospect it seems incredible, but at that time there was a very real doubt as to whether the United States would ever have a regular intelligence organization at all. But during those months when this was all so unsure and we all felt about as insecure in our jobs as anybody in Government can feel, there were many who, as they say in modern parlance, "hung in there." Out of this developed the nexus of what has been the Central Intelligence Agency these many years.

The next thing that I recall was the advent of General Smith as Director. If this was not traumatic for us, at least it was a change. It would be hard to imagine two personalities as different as Admiral Hillenkoetter and General Smith. He stormed through the Agency, shook us all up, accomplished certain very specific things. Probably the most significant was getting our National Estimates Office launched. He also brought in [redacted] who helped to build what is probably the finest communications organization that has ever served any government anywhere in the world. Last but not least, General Smith brought about the consolidation of OSO and OPC--those two organizations which were running parallel in those days--into one Clandestine Service essentially as it is now and has been these many years. It was quite a record of accomplishment in a relatively short tenure.

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As you remember, General Smith was succeeded by Allen Dulles, known affectionately to us as the Great White Case Officer. Rarely have I known a man who enjoyed operating as much as he. In fact, it was my view, never denied by him, that when things were dull on a Sunday morning he would create a crisis in order to: (a) amuse himself, and (b) keep us on the firing line. Be that as it may, in the eight and a half years that he presided over the Agency, we made a quantum jump in many fields, survived some really startling successes, one very bad bloody nose, but still made it through in a way that we can all look back upon, I think, with satisfaction.

It would not be fair to leave Allen Dulles' remarkable tenure without mentioning the building, because if there was one project among all others that was dear to his heart, it was building a building for the CIA. There weren't many of you who attended his staff meetings in the morning, but for those who did, we built that building brick by brick, we designed sections of the building, we located it hither and yon, we talked and talked and talked about it. The day that the building was finally opened was a day that I never expected to see. I had thought we were just going to talk about it forever. In any event, it has turned out to be a viable building. It works, as I believe the architects say. As I mentioned earlier, I think we are very fortunate indeed to be in it.

Then came John McCone. He, too, brought rather special abilities to the Organization. He took us through the Cuban Missile Crisis, where intelligence for the first time was really front and center and absolutely basic to the decisions which were made. He also presided over the beginnings of our involvement in Vietnam where we got off to a good and proper start, and I think the Agency's record in that very difficult period of years, not only operationally but also analytically, has been outstanding. When the history of the era is written many, many years from now, it will be seen that our insights were as good as any and better than most.

It would certainly be a mistake at this moment not to pay tribute to what the Agency has contributed in the field of technical collection. Beginning in 1956 with the U-2 we have been in the vanguard; we paved the way, charted it and broke through all of the wilderness. It's well known that this has been a joint effort with the United States Air Force from the very beginning. Nevertheless, it must be said--and I think in fairness--that it was officers in this Agency who had the vision, the endurance, the stamina, the intelligence to see through this pioneering and bring it to a point where now, as you all know, it develops increasingly important information.

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This development, which has gone through various phases, has been remarkable in and of itself and has changed the whole complexion of intelligence collection. You all know it but I think I should mention that the Strategic Arms Limitation Agreements with the Soviet Union would not have been possible without our ability to monitor those agreements. President Nixon, a couple of years ago, put it this way. He said it would be unthinkable to even start negotiations about strategic arms limitations unless we knew that we could monitor the resulting treaties. So, for the first time in the history of man, intelligence has a public, identified responsibility in the field of international treaties. And I think that when one muses on that, it gives one a sobering feeling about the importance of our work, of our mission, and particularly the importance of how carefully we do it, and how accurately we perform our work and our analysis.

We've gone through some bumpy periods in recent years. I don't think that I particularly want to spend any time on them. I simply want to say that I think that we've come through relatively well. It certainly has had the effect of maturing us, making us steadier on course, making us just a little more sure-footed than we would have been otherwise. I don't think there is anything that wrecks an organization, or a football team or anything else, like continued success. Once in a while you need a bloody nose in order to look around and settle down and get steadier on your course.

I have been cheered by the fact that in the case of Marchetti the courts have supported our right to have our secrecy agreements and to see that they are complied with. I think this has been important for us. I realize that the case has been appealed to the Supreme Court but the three to nothing decision that we obtained in the Appellate Court would seem to make it at least clear that some judges feel that the case is good, simple, straightforward, and that we should be supported. It has been an important development in the life of the Agency.

As we go into our next 25 years I would like to think that we will continue to be the kind of humane organization that we have been up to now. I think that has been a consistent policy and I would certainly like to see it continue. I think it must be continued. If we are going to be as tightly organized as we are and as tightly disciplined--particularly disciplined--we have got to be humane in the exercise of it and we have got to be humane with each other. As I have said many times in this hall, the self-discipline of the individuals in the Agency is not only a remarkable fact of life but it is absolutely basic to our being able to operate. There is no way that we can go around disciplining our personnel. None of us have any interest in doing it. We have to assume

that anybody who wants to come to work here is a serious person, is of sufficient intelligence to understand the need for self-discipline and that they will go ahead and exercise it. If they are not capable of doing it, then it is much better that they work some place else--no fear or favor, just quietly leave--and we will all be the better for it.

Since we are well organized now, 25 years later, we must not forget that imagination is still the name of this game. One doesn't stay ahead of our adversary, one doesn't stay in the vanguard without using imagination every day of our lives. And we can, within the organizational structure we have here, accommodate imagination, new ideas, innovation, if you like. And we have to have it. We'll die if we don't. And that's an invitation to every person in this hall, no matter how long you've been here, to continue to look forward, to continue to find different and better ways of doing things, to continue what in my opinion has been a remarkable record of 25 years in intelligence and which should be an even better record in the 25 years to come.

Thank you.

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